

MEASURING ARMY TRANSFORMATION— THE STRATEGIC READINESS SYSTEM(SRS)

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Transformation inevitably requires trading off near-term possibilities for long-term gain. Responsible leaders must therefore consider, first, whether the long-term gains are worth the short-term trade-offs, and second, whether short-term actions accelerate or impede the attainment of long-term goals. The Army's current readiness system provides, at best, lagging indicators of operational units' ability to perform their specified, current missions. It provides little insight into the Army's comprehensive ability to orga-

nize, train and equip land forces for prompt and sustained combat, and no insight into the force's ability to execute that mission in the future.

For that reason, the Army is implementing SRS, which employs the balanced scorecard methodology as a tool to link resources to readiness and to translate strategy into measurable objectives.²⁴ The Army recently completed macro-level measures, combined with lagging and leading indicators for their achievement, for the comprehensive assessment and prediction of



Figure C-1. Army Strategy Map—Strategic Readiness System (SRS)

²⁴ A complete description of the Strategic Readiness System will be found in the Strategic Readiness System Implementing Instructions currently going through the publication process.

the Army's comprehensive readiness. The major objectives, major decisions, subordinate objectives, synchronizing intermediate objectives and tasks of the TCP provide leading and lagging indicators at all levels of the Army scorecard: core competencies, essential and enduring capabilities, internal processes, people, and securing resources. Currently, transformation-related metrics include:

- Army essential and enduring capabilities: C1 to C6 are strategic objectives, while a through d are associated measures within each strategic objective.
 - C1-a: Capability of the transforming Army to fulfill key security cooperation requirements
 - C1-b: Degree to which security cooperation requirements are recognized in Army PPBES and fulfill Defense, Army, and statutory requirements
 - C2-a: Percent availability of designated units organized and resourced to complete deployment and be operationally employable within specified timelines
 - C2-b: Percent projected readiness of associated Current Force combat and support units based on the Army Transformation Campaign Plan
 - C2-c: Percent projected readiness of associated Future Force combat and support units based on the Army Transformation Campaign Plan
 - C3-a: Percent Power Projection Platforms (PPP)/Power Support Platforms (PSP) installations meet current and future throughput requirements
 - C3-b: Percent capability of current institution training base to expand to meet the mobilization requirement
 - C3-c: Percent validated funding provided to the RC for DMOSQ mobilization requirements
 - C4-a: Percent availability of designated Army units organized and resourced to execute deployment from strategic distances into a contested area and employ the required level of combat power in a forced-entry operation
 - C4-b: Percent availability of Army special operations/special purpose units organized and resourced to conduct strike operations in support of forced entry operations
 - C4-c: Percent projected readiness of associated current force combat and support units based on the Army Transformation Campaign Plan
 - C4-d: Percent projected readiness of associated future force combat and support units based on the Army Transformation Campaign Plan
 - C5-a: Percent of designated combat forces, including associated combat support forces, available for deployment/employment within 30/60/90/150 days
 - C5-b: Percent availability of designated CSS units resourced to complete deployment and be operational within specified timelines
 - C5-c: Percent projected readiness of associated current force combat and support units based on Army Transformation Campaign Plan
 - C5-d: Percent projected readiness of associated future force combat and support units based on Army Transformation Campaign Plan
 - C6-a: Degree to which subordinate Military Support to Civil Authorities (MSCA) tasks are planned, trained, and executed
 - C6-b: Percent of designated Emergency Preparedness Liaison Officers (EPLO) trained in MSCA

- Army Internal Processes:
 - P2-a: Percent progress toward developing a more broad metric to assess industrial base health versus surge capability
 - P3-a: Percent of units organized and structured in accordance with the Transformation Campaign Plan
 - P3-b: Percent of brigades resourced to meet transformation requirements
 - P4-a: Current and projected (2008 and 2015) percent of fiscal year manning program achieved measured in terms of end strength (AC, USAR, ARNG, and DAC)
 - P4-b: Current and projected (2008 and 2015) percent fill of Divisions, armored cavalry regiments (ACRs) and Early Deploying Units (EDUs) in the aggregate (AC, USAR, and ARNG)
 - P5-c: Percent validated training requirements that are funded to transform the Army's training capability
 - P6-b: Percent of acquisition programs which support the Current and Future Forces that are on schedule
 - P6-c: Percent Total Army equipment (Current and Future Forces) on hand status/readiness
- People: Percent of recommendations from the Army Training and Leader Development Integrated Process Action Team (IPAT) completed

These competencies, capabilities, strategic objectives and measures begin to assess progress in achieving the transformational goals that support emerging joint concepts.